

M.A. DEGREE EXAMINATION, APRIL 2020
II Year IV Semester
International Human Resources Management

Time : 3 Hours

Max.marks :75

Section A ($10 \times 2 = 20$) Marks

Answer any **TEN** questions

1. Define International HRM.
2. Define Compensation.
3. List the factors are to be taken into account while selecting expatriates.
4. Explain the important method of recruitment and selection in international HRM.
5. What is culture shock?
6. What is an expatriate?
7. What is social dumping?
8. Who conducts the performance appraisal in International HRM?
9. List few barriers to effective global HRM.
10. Define Cultural paradox.
11. Define Labour relations.
12. Explain about the HR outsourcing.

Section B ($5 \times 5 = 25$) Marks

Answer any **FIVE** questions

13. Differentiate International HRM from Domestic HRM.
14. What is the internationalization process towards the path to global status?
15. What are the four attitudes of MNCs towards building a multinational enterprise?
16. What are the key components of an international compensation programme?
17. What are the fundamentals of Culture?
18. What are the types of cross cultural training?
19. Explain the importance of cultural sensitivity.

Section C ($3 \times 10 = 30$) Marks**PART - A - Case Study - Compulsory Question**

20. Deep-fried fish and chips have long been a popular snack in England. One of England's premium fish-and-chip shops, Harry Ramsden's, which was founded in Guiseley, West Yorkshire, in 1928, is one of the few that have opened shops at multiple locations. By 1994 the company had eight branches in Britain, with more scheduled for opening, and one in Dublin, Ireland, and one in Hong Kong. Harry Ramsden's managers, however, dissatisfied with this success, wanted to turn Harry Ramsden's into a global enterprise. To this end, the company had set up its first international operation in Hong Kong. According to finance director Richard Taylor, "We marketed the product as Britain's fast food, and it proved extremely successful." Within two years the Hong Kong venture was generating annual sales equivalent to its most-successful UK operations. Half of the initial clientele in Hong Kong were British expatriates, but within a couple of years, more than 80 percent of customers were ethnic Chinese, illustrating the relative ease with which at least some products and services, such as a country's favorite food, can transfer to another country and culture. Emboldened by this success, Harry Ramsden's began to open additional overseas branches, in such logical places as Dublin, Ireland, and Melbourne, Australia, as well as in other more exotic locales, such as Singapore, Dubai in the United Arab Emirates, Saudi Arabia, Walt Disney World in the US, and Japan. In the first experimental shop in Tokyo, Japan, for example, the Japanese took to this product, despite their traditional aversion to greasy food. 28 Strategic Context Strategic Context Richard Taylor stated their international strategy: We want Harry Ramsden's to become a global brand. In the short term the greatest returns will be in the UK. But it would be a mistake to saturate the UK and then turn to the rest of the world. We'd probably come a cropper when we internationalized. We need experience now. As of 2006, Harry Ramsden's had 170 owned and franchised outlets in the UK and internationally, and had become both Britain's longest-established restaurant chain and the biggest fish-and-chip shop brand in the world. However, due to some poor location decisions and problems with staffing and management, some international locales had been closed, and over the last ten years the chain has been sold a couple of times, including most recently in 2010 to Boparan Ventures Limited, a British fish and food company, with ambitions to once again further expand Harry Ramsden's in the UK and overseas.

Discussion Questions:

1. What human resource management issues did Harry Ramsden's have to deal with as they "went international"?
2. How could HRM influence the strategic decision to "go international"?

PART - B

Answer any **TWO** questions

21. Explain the Expanding role of HRM in International firms.
22. Explain the Challenges and Implications of managing people in international level.
23. "A well designed repatriation process is important in achieving maximum benefit of international assignments." Comment.
24. Elucidate the concept of National Culture.

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